

# AFRICA LEADERSHIP TRAINING AND CAPACITY BUILDING PROGRAM

*Developing a cadre of African leaders who will design and implement food security  
strategies and investment plans*

## QUARTERLY REPORT FOR OCTOBER - DECEMBER 2012 (NINTH QUARTER OF PROJECT IMPLEMENTATION)



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### DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development of the United States Government.

## GLOSSARY

Africa Lead	Africa Leadership Training and Capacity Building Program
ATA	Agriculture Transformation Agenda
AUC	African Union Commission
ARC	Agriculture Research Council
CAADP	Comprehensive Africa Agriculture Development Program
COP	Chief of Party
CORAF	West and Central African Council for Agricultural Research and Development
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
DAI	Development Alternative Incorporated, prime contractor for Africa Lead
DCOP	Deputy Chief of Party
DQA	Data Quality Assessment
EAC	East Africa Community
ECI	ECI Africa Consulting, subcontractor on Africa Lead
ECOWAS	Economic Community of West African States
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FICCI	Federation of Indian Chambers of Commerce and Industry
FTF	Feed the Future
GIZ	German International Development Agency
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
JSE	Johannesburg Stock Exchange
METASIP	Medium Term Agriculture Sector Investment Plan (Ghana)
M&E	Monitoring and Evaluation
MSI	Management Sciences International, subcontractor on Africa Lead
MSU	Michigan State University, subcontractor on Africa Lead
NAIP	National Agriculture Investment Plan
NBF	NEPAD Business Foundation
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
NSA	Non-State Actors
PACA	Partnership for Aflatoxin Control in Africa
POC	Point of Contact
PMP	Performance Management Plan
RAIP	Regional Agriculture Investment Plan
REC	Regional Economic Community
RRA	Rapid Results Approach
RRI	Rapid Results Institute
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SAKSS	Strategic Analysis and Knowledge Support System (country level)
SUA	Sokoine University of Agriculture (Tanzania)
TOT	Training of Trainers
TRG	Training Resources Group, subcontractor on Africa Lead
USAID	United States Agency for International Development
WFP	World Food Program

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## BACKGROUND

Africa Lead, the Africa Leadership Training and Capacity Building Program, was initially a two-year task order under the RAISE Plus Indefinite Quantity Contract (IQC) mechanism, designed to run from September 20, 2010 to September 30, 2012, with a budget ceiling of \$21,332,381. As of a September 30, 2012 contract modification, the Program was extended for one year (through September 2013) and the ceiling was raised by \$4,850,000 to \$26,182,381. Africa Lead is being implemented by lead RAISE Plus IQC holder, DAI, supported by Management Systems International (MSI), Winrock International, Training Resources Group (TRG), ECI Africa Consulting (Pty) Ltd., and Michigan State University (MSU). From the beginning of the Program until July 31, 2012 Africa Lead was implemented through three regional offices—Accra, Ghana; Nairobi, Kenya; and Pretoria, South Africa—each run by a Regional Deputy Chief of Party (DCOP). With end of July closure of the Pretoria office, Program implementation for Southern Africa will be handled primarily by the Nairobi office, designated going forward as the Africa Lead East and Southern Africa office. Program implementation and operations in the Nairobi and Accra offices are supported by a Bethesda-based office headed by the program COP.

The purpose of the program is to support the capacity building program of the US Government's Feed the Future (FTF) Initiative, which aligns U.S. Government development assistance with Africa-owned agriculture development plans that are, in turn, aligned with the African Union's Comprehensive Africa Agriculture Development Program (CAADP). CAADP seeks to contribute to the MDG goals by ensuring that governments throughout the continent apply 10% of their public budgets to agriculture in an effort to achieve the 6% annual growth in agricultural productivity that is needed to achieve sustainable food security throughout the continent.

Africa Lead provides leadership training, capacity assessments, logistical support for training and innovative short courses and internships/twinning arrangements prioritized in consultation with missions and partner countries and institutions, and a database of training offerings on the continent that can be matched to the leadership training and capacity building needs.

This report is the ninth quarterly performance report of the program, 27 months from program start up, and focuses on progress towards deliverables identified in the Africa Lead Year 2 Work Plan.

## OVERVIEW

The ninth quarter (October - December 2012) of Africa Lead program implementation was characterized by preparations for the extension year program activities following receipt from USAID Contracts Office of a modification extending the period of performance on September 30, 2012. This involved substantial financial analysis, budget preparations, pipeline reviews, program discussions and discussions about mission buy-ins.

On the program side, the focus of the project has moved from Task 1 (Leadership training and CAADP sensitization) to a focus on Task 2 (Third party training and internships) and Task 3 (Capacity needs assessments). We have given primary responsibilities for Task 4 (Short course database) to OER Africa. Consequently, in Bethesda a main focus of the Task 2 work has been on developing relationships with potential host companies with skills relevant to the challenges that agribusiness leaders in Africa are facing and will face increasingly in processing and marketing food on the continent and outside. Key among those were the deepening and broadening of our relationship with Hershey Co., the development of and placement of interns with the pioneering Zamindara Farm Solutions company in the Punjab, India, and the beginning of a partnership with animal feeds company Novus.

A main thrust of the Program in West Africa was the training provided to CILSS and CORAF, where training was provided on a broad range of topics (Budget Development and Management Results Based Management, Grant & Proposal Writing, Board Governance, Scientific Writing and Project Proposals, Report Writing, and Project Evaluation).

The Program in East and Southern Africa was characterized by extensive provision of planning, coordination, logistics and technical input to a series of high level national and regional workshops, meetings and program launches. Technical areas of focus included Southern Africa agribusiness, aflatoxin control matters at the East Africa Community level, agriculture policy review with stakeholders in Kenya, and procurement training for USAID/Tanzania national agriculture partners and actual and future implementing partners.

## CONTINENTAL-LEVEL ACTIVITIES AND COORDINATION

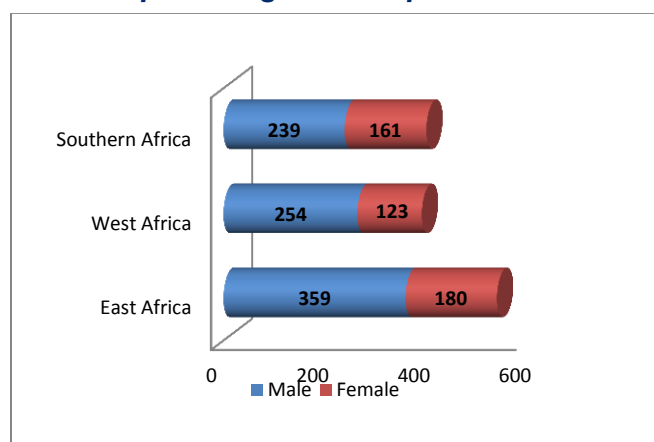
This section of the quarterly report focuses on 1) what was done in the U.S. in support of activities in the field, and 2) support directly to continental-level activities such as institutional capacity assessments and facilitating agribusiness initiatives.

### Task One: Provision of Leadership Training to African Food Security Leaders

Task One remains one of Africa Lead's biggest service areas since the inception of the program. During this quarter, however, given that curricula for both Module 1 and Module 2 have long been completed, the home office had no appreciable activity on Task.

To date under Task One, Africa Lead has trained 1,616 (1,061—Male, and 555—Female) mid- and senior-level professionals in leadership skills and approaches and CAADP principles and processes. CAADP Champions for Change graduates are English or French speakers from 29 countries in sub-Saharan Africa who work across a broad range of sectors: 34% hail from NGOs and civil society institutions, 36% from the public sector, 15% from the private sector, and 14% from universities and research institutions. The results are impressive, with 94-96% of participants reporting increased understanding of CAADP.

#### Module 1: Development and Roll Out of A 5-Day Leadership Training Workshop



*African Agriculture Leaders Trained, Module 1*

*Total Module 1 Participants by Country*

Country	# Participants
Angola	1
Botswana	12
Burkina Faso	2
Burundi	11
DRC	2
Ethiopia	116
Ghana	100
Guinea	2
Guinea-Bissau	2
Kenya	128
Lesotho	13
Liberia	100
Madagascar	1
Malawi	21
Mali	38
Mozambique	13
Namibia	11
Niger	3
Nigeria	58
Rwanda	35
Senegal	68
South Africa	16
Sudan	1
Swaziland	11
Tanzania	102
Togo	2
Uganda	144
Zambia	138
Zimbabwe	164
<b>Total</b>	<b>1,315</b>



### **Module 2: Intensified 4-Day Leadership Training Workshop for Food Security Champions**

During this quarter, Africa Lead's Team Leader for Task One remained on call to provide needed assistance in customization of the Module 2 training curriculum. As a reminder, the main sessions of the standard Module 2 training that were provided in West Africa, and designed in the home office, were:

- Project management overview
- Project design and management for results
- Strategic influencing for stakeholder participation and collaboration
- Financial management
- Managing the donor-recipient relationship
- Managing people to achieve results
- Monitoring and evaluation
- Action planning
- Team building: Success factors for effective implementation
- Joint Sector Review methodologies

### **Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences**

As the program matures, much of our work focuses on technical training and other capacity building efforts that flow out of our Task 1 (Leadership Training) and Task 3 (Institutional Capacity Assessments) work.

Task Two was the most active Task area during this quarter with the program facilitating creative on-the-job learning experiences for agribusiness entrepreneurs, and business people and promoters.

#### **Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions**

During this quarter the main focus of Activity 2.1 was related to professional, business-to-business (B2B) internship placements under the Agribusiness Leadership Program.

**Agribusiness Leadership Program:** During this quarter Africa Lead focused on the following: 1. Sending three senior interns to India to work with a farm machinery leasing company (Zamindara Farm Solutions) in the Punjab Province; 2. Developing a program for internships in the R&D Division of Hershey

**Total Module 2 Participants by Country**

Country	# Participants
Ghana	100
Liberia	100
Zambia	8
Uganda	8
Togo	3
Tanzania	39
Senegal	3
Rwanda	1
Niger	3
Mauritania	3
Mali	3
Botswana	1
Benin	1
Kenya	10
Guinea	2
Guinea Bissau	2
Gambia	2
Ethiopia	4
DRC	1
Cote d'Ivoire	3
Chad	1
Burkina Faso	3
<b>Total</b>	<b>301</b>



**The Team's visit to Moga-Manufacturer of equipment**



Co.; and 3. Developing a relationship with Novus for internships in animal feed across the continent.

Three senior businessmen and agriculture advisers (identified below) participated in the 3-week internship program with Zamindara Farm Solutions from 11-30 November. The placements were from Liberia, Rwanda and Uganda. This successful program was facilitated through the leadership and assistance of the Federation of Indian Chambers of Commerce and Industry (FICCI).

Short bios of the three senior interns placed are included here:

- From Rwanda, Titus Gakwaya, is currently the Mechanization Program Manager (on contract), with the Ministry of Agriculture and Animal Resources' Task Force on Irrigation and Mechanization that improves access to tractors and power tillers through sales and hiring services, as well as through the leasing of the small machines and their accessories to Rwanda farmers. Titus Gakwaya is a professional agricultural engineer who has been involved in rural development for over a decade in Rwanda with the International Fund for Agricultural Development (IFAD), rural transformation, and value chains among small farmers and cooperatives through promotions of innovations. Mr. Gakwaya has a Rwanda Development Board registered company, TK-Engineering and Agro-technology, providing engineering and agro-technology services, to design the required systems for storage, drying, processing and other equipment in the value chains necessary to modernize farmers and cooperatives. He has designs and plans for locally building the necessary machines and components for repairs that would meet the standards and norms of the small and medium enterprises. With this placement, Titus gained experience in the agricultural equipment leasing business in a company with vast experience in working with small holder farmers. He learned how to promote agricultural mechanization among Rwandan small farmers so as to ease farm work and increase agricultural production, business and contractual aspects of the enterprise and the necessary maintenance and service requirements.
- From Uganda, Aaron Ngobi, is the Sales Manager for Engineering Solutions Uganda Limited (ENG SOL) in Kampala. He has first-hand knowledge and experience in leasing agricultural equipment as well as agricultural sales. Mr. Ngobi's learning objectives included the operations and management of an agricultural equipment leasing company as well as finance models that reduce the inherent risk of financing in this sector, while making the financing affordable to farmers. Primary responsibility focuses on profitable sales, promotions and marketing of ENG SOL's products and leadership of the sales team. Complimentary duties include: establishment and implementation of the company's strategic marketing plan; liaison with financial institutions and promotion of leasing, loans and other financing options to support and facilitate ENG SOL'S customers leasing and/or purchase of agricultural equipment; customer and competition market analysis, prospecting, forecasting and appraisal for planning stock orders, model specification requirements and possible new market/product opportunities; organization and implementation of product displays, shows, launches, demonstrations and promotions; and coordination, cooperation and information sharing with all ENG SOL departments for proactive debtor management, promotion of after sales activity, new equipment pre-delivery inspection, registration and delivery and any other related business.

"The number of face to face meetings we have held in the three weeks of the training would take years of travelling to different countries and cities to accomplish the training/deal."

**Aaron Ngobi,**  
**Intern at Zamindara**

- From Liberia, Gus Roberts, established the Buchanan Resource and Development Corporation (BRANDCO), a Liberian owned company, in 2010 to provide inexpensive labor-saving devices and equipment to small to medium scale farmers to increase their productivity and income. Since its establishment, BRANDCO has been marketing a small tractor, the VARI Multipurpose Mini Tractor (now VARI Global Mini Tractor), in the power tiller class, manufactured in the Czech Republic and widely used in Ghana, Togo, Benin Burkina Faso and other West African and East Asian Countries. BRANDCO's main customers have been International NGOs who buy these tractors for their various agriculture projects. Mr. Robert's marketing strategy the last two years has been to get involved in the sector by participating in the various forums and committees. Gus Roberts is an active member of the Agriculture Coordinating Committee (ACC) which comprises all of the actors in the sector. He is also a member of the Country CAADP Team and serves as Vice Chair of the National Cassava Sector Coordinating Committee (NCSCC), which is responsible for implementing the Liberia National Cassava Strategy in developing a vibrant and sustainable cassava industry.



Zamindara Farm Solutions (<http://www.zamindarafarmsolutions.com/>) states as its objective "To make agriculture sustainable for small farmers through lower input costs, water conservation, environment protection, income from allied activities"

A main way by which Zamindara seeks to lower input costs is to provide agriculture equipment hire for the small farmers they serve. This is the focus of the internships, to give the Rwandan, Ugandan and Liberian senior interns experiential training from a company directly involved in agriculture equipment leasing.

In addition to the Zamindara internships, Africa Lead undertook the following initiatives aimed at getting more B2B experiences set up for more African agri-business entrepreneurs and technicians:

*Meeting with Hershey R&D on Internships.* During this quarter, Africa Lead together with John Lunde, agri-business advisor to USAID, met with the Director and staff of the Hershey Co.'s Natural Products Division (R&D). The purpose of the meeting was to continue placements with Hershey Co., under the Africa Lead program. Africa Lead, through John Lunde's help and contacts had developed a relationship with the Commodities Risk Management Division of Hershey Co. earlier to place a manager from the Ethiopian Commodity Exchange (ECX) on a 7-week internship. The meeting sought to expand from the relationship with the Commodities Division to the Natural Products Division so as to provide opportunities for experiential learning in product development, food safety and related technical and operational challenges to African food manufacturing and food processing enterprises. Africa Lead hopes to have some placements ready with the Natural Products Division in the next quarter, and to place a new senior intern from ECX in the Commodities Risk Management Division either in the next or subsequent quarter.

"The practicum not only met my expectations, but it exceeded them in many respects...Going into the fields, working and interacting with farmers as they use the equipment to perform their various farming tasks: harvesting, cultivating and sowing gave me practical knowledge that will be very useful in recommending to potential customers their real needs instead of just selling equipment blindly."

**Henry Augustus Roberts,**  
*Intern at Zamindara*

*Meeting with Novus on Internships.* Building on a working relationship USAID had built with Novus, an animal feed conglomerate, during this quarter, Africa Lead participated in a confer-

ence call followed by a planning meeting with Novus' Africa Director, Mr. Bayella Thiam. These were facilitated by USAID's private sector advisor, Jaclyn Claxton, who led both meetings.

The purpose of the meeting with Novus was to determine how Novus and its partner companies in Africa could work with USAID and Africa Lead to host some B2B interns from other enterprises and private sector entities that could learn from Novus experiences. Another aspect of the meeting was to consider placements that might allow Novus partners to get the experiential training that would help them strengthen their processes and improve products or profitability.

As part of this process Africa Lead has updated the Agribusiness B2B Leadership Program (Internship Program) brochure which includes the placements we have already negotiated. We expect to place a few senior interns in Novus and Novus-related enterprises in the next quarter.

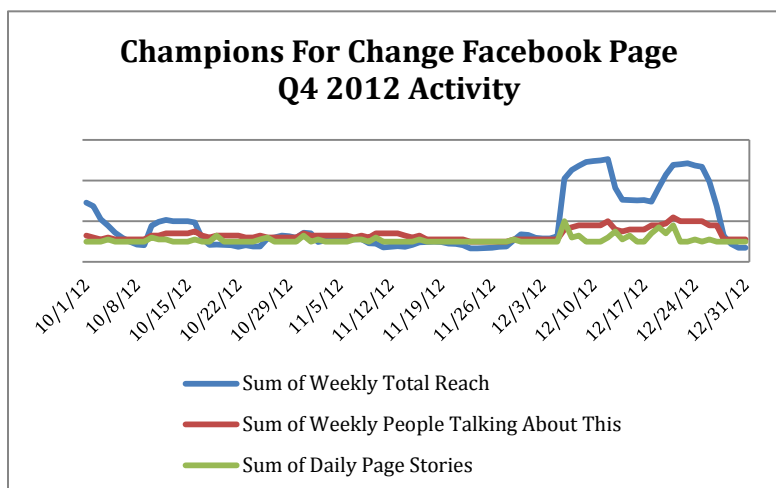
**WFP Partnership for Training Country Food Security Teams:** Under Feed the Future the goal is not simply to improve agriculture or food production but to help governments in Africa do a better job of helping their citizens achieve food security. This goal can only be achieved effectively if governments have quality data about food availability at various levels within a country and also have qualified analysts to ensure the data are used to design effective interventions.

This activity, while not cancelled, is on hold as Africa Lead, USAID and WFP try to determine what mechanism will best allow this activity to be undertaken. To date, however, we have been unable to determine funding mechanisms that work for WFP and for a USAID project such as Africa Lead.

### **Activity 2.3: Support for Champions for Change Networks**

During the review quarter, Africa Lead has provided online support to the Champions Facebook pages through posting various agriculture and food security related articles; useful video clips, and links to useful website to enhance Champions knowledge while promoting interactions and networking. Additionally, Africa Lead has posted training opportunities available from organizations both in Africa and elsewhere.

In the fourth quarter of 2012, Africa LEAD began posting stories and articles more actively to the Champions for Change Facebook page. It is apparent that the "Total Reach" (the number of unique viewers of the page) and "People Talking About This" (the number of stories posted about the page) are closely tied to the frequency of our posting. In December, when there were significantly more posts, both audience metrics spiked sharply. With greater engagement, we hope to cultivate the Champions for Change Facebook community and support development of a network.



### Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

Determining and prioritizing what institutional capacities need to be strengthened is a critical step in improving agriculture and food security outcomes in Africa. The Bethesda office engaged in the following work related to capacity assessments.

#### **Activity 3.1: Support to Conduct of Capacity Needs Assessments**

Through the Task Three team leader, the Bethesda office provides oversight and technical support to methodology and organization of the various institutional assessments and capacity development plan activities requested of Africa Lead. During this quarter the Task Three team leader provided the following assistance:

### Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

#### **Activity 4.1: Improving the Database Features**

The following improvements were made to the database.

- Upgrades to the software used were completed.
- Architecture Application Documentation created.
- Technical Installation guide created.
- Updated training documentation for authors and editors.

#### **Activity 4.2: Entry and Vetting of Short Courses into the Database**

- During the quarter, there were 1,000 website visits, which were slightly down from last quarter, and 85% were new visitors.
- Over 25 new courses were added and 75 courses were updated with new course dates.
- There are 650 courses in the database.

#### **Activity 4.3: Marketing the Short Course Database**

- Marketing efforts included creating monthly reports and distributing them to a list of over 700 names collected by Africa Lead
- MSU continues to promote awareness of the Africa Lead database at several presentations including distributing through a Bill & Melinda Gates Foundation grant “Agshare” and World Bank projects, including Gender in Agriculture and Food Safety.

#### **Activity 4.4: Finding a Long -Term Home for the Short Course Database**

In building the short course database, Africa Lead has always considered the question of sustainability and finding a long-term home for the courses. It is of great importance to Africa Lead

#### **List of Institutions for which Africa Lead has conducted capacity assessments**

- Tanzania Agriculture and Food Security Investment Plan (TAFSIP) Steering Committee
- Ghana METASIP Steering Committee
- CILSS
- Tanzania Horticultural Association
- CORAF
- 9 South African resources institutions
- 4 ECOWAS institutions
- Uganda meta-assessment (desk review of assessments)
- 20 Agricultural Institutions in Northern Ghana
- COMESA/ ACTESA (2 Rounds)
- Ethiopia and Rwanda CAADP NAIPs implementation Case Study
- Savannah Agriculture Research Institute (SARI), Ghana
- Nigeria Agriculture Transformation Agenda (in cooperation with IFPRI)

to continue to identify courses and make the list of courses available to potentially interested parties, likely beneficiaries, as well as likely funders.

With receipt, on September 30, of a modification to the Africa Lead contract extending its period of performance, Africa Lead also received approval to provide the requested grant to OER. In the previous quarter Africa Lead had negotiated a grant agreement with OER that would have the latter host and continue to build upon the short course database of agriculture courses provided on the continent as well as relevant courses provided elsewhere in the world. The agreement included an arrangement whereby OER Africa, already on the ICT committee of RUFORUM, would ensure access by RUFORUM to the database.

With approval of the grant request, DAI will finalize the grant with OER and begin to provide the support agreed upon to enable OER Africa to undertake the activities—maintenance of the short course database--As of the end of this quarter, the grant agreement approval request was pending in the USAID Contracts Office. Because of delays in approval of the grant, planned activities for this quarter have been shifted to the following quarter. Michigan State and OER Africa have worked during the pending contract signing to make sure a smooth transition would occur when the database was transferred.

### ***Continental-Level Plans for Next Quarter (October – December 2012):***

- Support to Module 1 and Module 2 curriculum customization as needed
- Placement of 3 Agribusiness Leadership Program Senior Interns and development of new Business to Business (B2B) exchange relationships for agribusiness
- Development of SOW for review of agriculture policy systems architecture in FTF countries and roll out of initial country reviews
- Initial preparation (planning meetings, curriculum outlines) for Agriculture Policy Systems Global Learning Evidence and Exchange (GLEE) events
- Support to, and participation in, other assessments that may arise
- Manage technical and financial aspects of grant with OER Africa



## EAST AND SOUTHERN AFRICA PROGRAM

This quarter was distinguished by a series of intense workshops, conferences and other meetings in support of both the regional and bilateral USAID agriculture and food security programs.

The Africa Lead program in East Africa focused on support to the Tanzania mission, to the East Africa mission, Kenya mission and the Ethiopia mission. Technical areas of focus included Southern Africa agribusiness, aflatoxin control matters at the East Africa Community level, agriculture policy review with stakeholders in Kenya, and procurement training for USAID/Tanzania national agriculture partners and actual and future implementing partners.

Many of these meetings and conferences were very high level and many were requested of Africa Lead with little advance notice. The East Africa team worked flat out on these requests along with other on-going work such as the Sokoine University internships as well as the Agribusiness Leadership Business-to-Business (B2B) internships.

### Task One: Provision of Leadership Training to African Food Security Leaders

#### *Module 1: Development and Roll Out Of a 1-Day Leadership Training Workshop*

*Tanzania Parliamentary Module 1 Training:* Preparations were under way by the East Africa team during this quarter for a modified intensive Module 1 training for Tanzanian parliamentarians, that will be similar in most respects to the widely appreciated “Super Champion: workshop for Ugandan parliamentarians and Ministers.

*Uganda Parliamentary Module 1 Training:* The Uganda USAID mission has also requested two special one day trainings which will be directed towards a smaller group of Parliamentarians and Ministers and are focused on the need for policy changes in the areas of agricultural trade and bio safety. The DCOP has been personally developing the curriculum this quarter and interviewing Ugandan experts to deliver material wherever possible to ensure sustainable creation of dialogue and information sharing.

### Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

The vast majority of the work that Africa Lead/East and Southern Africa did during this quarter was Task Two activities. Trainings, internships, conferences, workshops and the like supported across the board from curricula through to logistics and conference management, the East and Southern Africa team helped ensure the quality and timeliness of many capacity building activities supported by missions (regional and bilateral) and their African government and other agriculture sector partners and stakeholders.

#### *Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions*

The work encompassed in this Activity includes professional internship placements with various host companies in Africa and, as necessary, beyond (Agribusiness Leadership Program); Sokoine University of Agriculture internships, part of SUGECO, the Agribusiness Entrepreneurship Program of SUA.

*Agribusiness Leadership Program:* With respect to professional internship placements, the Africa Lead/ESA office worked with the Ethiopian Commodity Exchange (ECX) and with the Commodity Division of the Johannesburg Stock Exchange to place more senior interns at JSE. The team sent and supported Jacob Mwale, Executive Officer of the Grain Traders Association of

Zambia and then subsequently Abenet Bekele, Deputy Chief Strategy Officer of the ECX to JSE this quarter to work with the Commodity Derivatives Division for three and two weeks respectively. This partnership continues to yield important capacity building and relationship results. A partnership is now in the works between the Zambia Commodity Exchange (ZAMACE) and JSE which will see trading and clearing across borders while the ECX was quite shocked at the differences between the total private sector model of JSE and their own.

The East and Southern Africa team also located, recruited, sent and followed up with two senior interns sent on business-to-business placements for three weeks to the Punjab, India, to work with an established farm machinery sales and leasing company, Zamindara Farm Solutions, in Fazilka, Punjab, to get hands-on experience in leasing arrangements for farm equipment in small farms. The two interns sent by the ESA team were from Rwanda and Uganda.

**SUA Internship Program:** The SUA internship program, a more typical student-focused internship program, financially supported by a buy-in from the USAID/Tanzania mission. Sokoine University of Agriculture is a USAID-founded institution that is gaining a strong reputation in the region as having innovative programs that focus on training agriculture entrepreneurs.

Company	Entrepreneur	Business Sector	Location
<b>Mace Foods *</b>	Mmeta Abdalla	Processing of food	Eldoret
<b>Mixa Foods and Beverages</b>	Ernest Likoko	Processing of food	Kisumu
<b>Frabho *</b>	Dina Kikuli	Animal Feeds	Dar es Salaam
<b>AMAGRO *</b>	Jumaa Shehemba	Mango	Dar es Salaam
<b>Best Animal Feed</b>	Alexander Jokoniah	Sunflower Oil and An. Feeds	Dar es Salaam
<b>Best Animal Feed</b>	Elifadhili Ezekiel	Sunflower Oil and An. Feeds	Dar es Salaam
<b>Olam International Ltd</b>	Hance Njobelo	Supply Chain	Dar es Salaam
<b>Olam International Ltd</b>	Mtembebe Kamwesige	Supply Chain	Dar es Salaam
<b>Lesiolo Grain Handlers *</b>	Julius Ludete	grain handling, warehouse, trading	Nakuru
<b>Lesiolo Grain Handlers *</b>	Chanafu Abubakari	grain handling, warehouse, trading	Nakuru
<b>Jamahedo Health Food Ltd.</b>	Alinanuswe Mwalwange	Production of health foods	Dar es Salaam
<b>Mama Millers Ltd.*</b>	Elifuraha Rajabu	Paddy cultivation and processing	Thika
<b>Pulses Agro Commodities Ltd</b>	Giovanni Nguvu	Pulses and Agro Commodities	Arusha
<b>Pulses Agro Commodities Ltd.</b>	Freddy Kipanyula	Pulses and Agro Commodities	Arusha

*\* Indicates a company owned or managed by an Africa Lead-trained Champion for Change for Food Security*

The Africa Lead internship program with SUA builds on the existing agribusiness entrepreneurship program which includes support to students and recent graduates who are interested in incubating business ideas and can compete for real funding from banks whose lending is supported by USAID.

Africa Lead's role has been to match interns with host companies we identify in Tanzania and Kenya (for cost reasonableness the internships will not go further afield). The total number of



interns will depend to some extent on budget, but the terms of the buy-in for this program indicated that the goal was for a total of 15 interns to be placed. This will be increased with a new buy already requested.

During this quarter, two more interns completed their placement. Additionally, the program and collaboration between SUA's SUGEGO program and Africa Lead was highlighted in a celebration, award ceremony and press event for SUA interns held in Dar es Salaam on October 4. Africa Lead/ESA organized the event and the office Director for Economic Growth, the Vice Chancellor of SUA and Deputy Chief of Party were speakers at the event, though the hosts and interns stole the show discussing their interesting and exciting learning experiences

The accompanying table shows where the SUA interns have been placed to date.

### ***Activity EA2.2: Supporting Logistics and Follow-up with Participants Attending Short Courses Around the World***

This activity remains a very popular service to the USAID/East Africa mission as well as to some of the other bilateral missions in the region that Africa Lead serves. It facilitates USAID responsiveness to self-identify and USAID-identified technical capacity needs. In the past quarters, through Africa Lead financial and logistical support, East African agriculturalists have benefited from training in the following areas:

- IFPRI Agricultural Productivity meeting in Addis Ababa Ethiopia from 1st to 3rd November 2011. Total of seven participants (Six participants and one speaker)
- Agricultural Research Council of South Africa: Two professors (One Ugandan from Makerere University and one Kenyan) for a Collective Research Planning and Proposal Development course in December 2011.
- 13 participants from across the continent were sponsored to attend the 5-day Fertilizer Policy and Marketing course offered by the International Fertilizer Development Center (IFDC) in Nairobi.
- 3 USDA-selected participants from East Africa attended a course in veterinary Epidemiology at the University of Colorado.
- 1 Kenyan attended a course on International Transboundary Animal Disease at the USDA Plum Island Animal Disease Center in New York.
- A RESAKKS technician attended a training on Impact Evaluation for Evidence-Based Policy in Development, July 9-20, 2012, University of East Anglia, Norwich, United Kingdom funded by USAID/EA
- Three CAADP Champions for Change from East Africa participated in San Francisco Leadership Challenge Forum, July 26-27, 2012

During this quarter the East and Southern Africa team, at the request of USAID/East Africa, supported the participation of the East African Grain Council (EAGC) to the Corporate Council on Africa's "USA - Africa Agricultural Conference" in Ethiopia, in November, where EAGC made a presentation on their organization and initiatives.

### ***Activity EA2.3: Support to AUC/NPCA and Development Partners Task Team (DP TT) CAADP Partnership Platform Meeting Process***

There was no activity in this area during the quarter. With the upcoming CAADP Partnership Platform Meeting expected to be held in East Africa in March 2013, there may be requests for

assistance in meeting organization and logistics, but to date there are no plans beyond attendance.

***Activity EA2.4: Supporting Champions for Change Networks Throughout the Region***

Africa Lead/ESA has also encouraged the Champions to tell us “what they have been doing” and a good response from the champions has been achieved both by emails sent to the Africa Lead/ESA team and communication within the Africa Lead-supported Champions for Change Facebook page. An important focus of next quarter and subsequent periods will be to find ways in East Africa, and the rest of the continent, to help networks of Champions to become sustainable drivers for quality, fruitful and results-focused engagement with government on the implementation of CAADP-inspired national agriculture investment plans, and a continuous learning from the experience.

***Activity EA2.5: Supporting Other Ad-Hoc Meetings as Requested by USAID***

*Support to G8 New Alliance for Agriculture in Tanzania and Ethiopia.* As part of its effort to support transition in Africa’s agriculture sector, the G8 countries in their most recent meeting, agreed to support a New Alliance for Food Security and Nutrition in Africa. This New Alliance would seek to harness the know-how and resources of the private sector through partnerships with government in which government would give renewed attention and vigor to addressing policy and institutional constraints to commercialization of Africa’s agriculture, considered to be a key way to transform the sector. New Alliance partnerships were to start in a few countries that were leading the way, two of which were Tanzania and Ethiopia. Africa Lead was asked to support the launch in Tanzania and Ethiopia as well as in Ghana, the third country spearheading the effort.

Africa Lead supported G8 New Alliance informational and planning events in Tanzania and Ethiopia last quarter and has been asked to maintain involvement in follow up meetings for the Tanzania G8 New Alliance.

*Global Alliance for Action for Drought Resilience and Growth.* During this quarter, Africa Lead/ESA assisted in organizing and reporting for the Global Alliance for Action for Drought Resilience and Growth. These two high level meetings were aimed at finalizing the Regional and Country Frameworks in Ethiopia and Kenya. Africa Lead /ESA has also developed the website [www.globalallianceforaction.com](http://www.globalallianceforaction.com)

*EAC Aflatoxin Partnership Launch.* Last quarter, Africa Lead/ESA was deeply involved in organizational meetings in preparation for this very high level meeting set to take place in Arusha, Tanzania in October. Africa Lead met with USAID/East Africa and with the EAC in Burundi to prepare for this meeting.

October 10 to 12<sup>th</sup> of this quarter the Eastern and Southern Africa team managed and facilitated the series of informational and organizational events to launch a USAID/EA funded program for a concerted and systematic approach to aflatoxin control within the East African Community. This comprised support to the EAC Health Sector Ministerial meeting, a high level dinner meeting and half day launch of the EAC Aflatoxin Control for over 150 persons including MPs, Ministers and Assistant Ministers from 7 countries in the region, as well as several PSs from a variety of sectors including agriculture, trade and health. Other important stakeholders and presenters included the AUC who lead the PACA (the Partnership for Aflatoxin Control in Africa) supported by USAID and other development partners working with CAADP including GAVI Global Alliance for Vaccines.

Key elements of the launch program included USAID/East Africa Mission Director Jeffrey Ashley and the EAC Deputy Secretary General opened the meeting followed by technical experts from the University of Georgia, USAID and 5 country team presentations by the Permanent Secretaries of Agriculture. Some of the 15 Members of Parliament present and most Ministers also made remarks.

*Orientation and Capacity Building Workshop for Implementation of the East Africa Community Regional Project on Aflatoxin Control in the Health, Agriculture and Trade Sectors.* In order to encourage progress on the USAID funded Aflatoxin Control program implemented by the EAC, Africa Lead/ESA developed and delivered the “Orientation and Capacity Building Workshop for Implementation of the East Africa Community Regional Project on Aflatoxin Control in the Health, Agriculture and Trade Sectors”. This two day intensive workshop covered such important topics as sensitization on aflatoxin spread and control, leadership and team building and met the important objective of creation of a firm work plan with roles, responsibilities and dates, as well as a comprehensive results framework that was agreed by all.

*Government to Government (“G2G”) Training on Procurement (Tanzania).* Last quarter, the East and Southern Africa team began planning with USAID/Tanzania and the Government of Tanzania for delivery of this training provided by USAID procurement specialists to government, NGO and other actual and potential Tanzanian implementation partners on what financial, reporting and M&E systems need to be in place to receive direct funding from USAID and other USG entities. The G2G training took place on 4 October in Dar es Salaam.

The training was attended by 120 government officials and key partners from National and Local level but all involved in implementation of USAID/Tanzania funded programs. This is an important part of the USAID Forward’s initiative to increase the level of procurement of services from local providers both private sector, NGOs and government. Aside from the Africa Lead team of trainers, sessions were led by the Regional Legal officer and the Tanzania mission controller and contracting and program officers, who took the participants through contracting mechanism and definitions, such as the FARA and ILs. The Government of Tanzania through Treasury and the deputy PS of Agriculture also led sessions on their systems and experiences with the goal of creating a shared understanding.

Comments from participants suggest that it was effective at improving Tanzania government implementation and understanding of the US Government requirements, financial and contracting methods and expectations.

*Kenya ASCU Meeting with Agriculture Stakeholders.* Africa Lead supported the 3rd biennial Agriculture Sector Coordinating Unit Development Forum stakeholder consultation event for over 1,300 participants from all 10 ASCU Ministries, Members of Parliament through to farmer level with representatives from each of the countries’ districts and each of the agricultural activities like livestock, fisheries, etc. In a show of the importance given to agriculture by the current Kenyan administration, the President of the Republic attended the opening ceremonies of the meeting, held at Nairobi Safari Park Hotel.

In a letter from the Government of Kenya to the USAID/Kenya Mission Director, the Africa Lead/East and Southern Africa office was requested to serve as the overall “event manager”. This meant overseeing and coordinating all activities undertaken by the 4 steering committees and the other donors. In preparation for the event, the Lead ESA team was a member of all the steering committees, was responsible for a number of specific tasks funded by USAID/Kenya such as conference bags, development of programs and all printed and written materials (programs, banners, etc.), the DCOP made weekly presentations to the PS and the other ASCU

PSs, had one staff member seconded to the ASCU offices and organized a very successful press conference with over 75 journalists.

The four day forum entitled “moving towards agribusiness for a globally competitive agricultural sector” comprised a series of separate events including:

- an important exhibition highlighting new technologies
- a technical day led by the ASCU 10 Permanent Secretaries
- official opening with development partners and H.E. President Mwai Kibaki and a launching of 4 new agricultural policies
- breakout consultation day with afternoon private sector session sponsored by the nation media group which will be televised over the region in a 6 part series

The Permanent Secretary Ministry of Agriculture was very appreciative of the Lead team efforts and hosted a celebratory dinner in which he personally thanked the team and the DCOP

*Facilitated/Managed the USAID/Tanzania Feed the Future Partners meeting.* Africa Lead/East and Southern Africa was involved in organizing the three day Tanzania Feed the Future meeting in late November. This included agenda development, secretariat, securing and paying for the venue, managing invitation lists and all subsidiary side events. The Africa Lead/ESA Deputy Chief of Party presented at the meeting, which was held in Dar es Salaam and attended by over 100 FTF partners.

*Southern Africa Agricultural Development Partnership Platform (SAADPP) Regional Policy and Agribusiness Conference in Midrand SA.* Africa Lead, initially through its Southern Africa office in Pretoria and then more recently through the Nairobi office for East and Southern Africa, has been asked to be a regular member of the SAADPP and has been involved in organizational meetings, particularly of the sub-group on Capacity Building.

This quarter, the Africa Lead East and Southern Africa Deputy Chief of Party presented and participated in a Regional Policy and Agribusiness Conference in Midrand, SA, identifying and describing to participants the innovative capacity building programs that Africa Lead has pioneered with various partners in the agriculture sector in the region. The DCOP also attended the Africa Leaders in Dialogue dinner event and ran a table discussion and the roles of public and private sectors in development.

*East and Southern Africa Regional Plans for Next Quarter (January – March 2013):*

- Send at least 4 more SUA interns to appropriate job placements
- Send at least 3 commodity exchange executives to the annual Association of Futures Markets conference
- Attend inter-donor support for IGAD and CAADP nutrition meetings
- Deliver a third EA Regional module 2 session in Tanzania
- Develop and deliver two (2) one day policy dialogue meetings for Ugandan MPs (trade and bio safety)

- Organize USDA study tour to USA for Chief Veterinary Officers from East Africa
- Deliver Module 1 full 5 day course for USAID/Tanzania
- Deliver high level leadership training and / or send to short courses for USAID/Zambia

## WEST AFRICA PROGRAM

The Africa Lead/West Africa program has had numerous activities during this quarter, most intensive of which being the “bridge capacity building” activities for CILSS and CORAF that resulted from the assessments conducted of these institutions earlier in the year. Other areas of focus included Module 2-Rapid Results Approach training to the national CILSS committees in West Africa, “Champions for Change training to the Senegal CAADP Steering Committee, and coaching to Ghana Rapid Results teams who benefitted from Module 2. Additionally the West Africa team developed an approach to conducting an assessment of Climate Smart agriculture programs in the West Africa region; prepared to do an assessment of the ECOWAS EBID Agriculture Development Fund, which is expected to play an important role in channeling regional funds to catalytic agricultural investments in the region. Finalizing a blended IFPRI/Africa Lead report on the Nigeria ATA assessments rounded out key activities of Africa Lead/West Africa during this quarter.

### Task One: Provision of Leadership Training to African Food Security Leaders

During this quarter, there were three Task One activities on which the West Africa team focused, a Module 2 training for CONACILS, a combined Module 1 and 2 training in Senegal, and coaching to Ghana Rapid Results (Module 2 graduates) teams.

The West Africa team also provided a “combined Module 1 and 2 Leadership “Champions for Change” Training to the Senegal CAADP Steering Committee. This training, which took place from September 24-28, 2012 was provided to 16 participants (14 males and 2 females), all members of the Steering Committee. The training focused on areas such as leading and managing change, strategic thinking and planning, advocacy (analyzing stakeholders in food security). Other areas covered in the training included project management, monitoring and evaluation, design and implementation of projects, rapid results action planning and team building.

Africa Lead provided a customized Module 2 training through CONACILSS (the coordination body for national CILSS (Permanent Inter-State Committee for Drought Control in the Sahel) committees) to national CILSS committees from October 29 –November 2, 2012. The CONACILSS training was conducted in Saly, Senegal and brought together 29 participants (26 males and 3 females). The areas of focus for the training included NAIP/RAIP overview, success stories in agricultural productivity-characteristics of effective projects, project design, project management, monitoring and evaluation, design and implementation of projects, rapid results action planning and team building among others.

The West Africa team engaged two of our most experienced trainers from Module 1 and Module 2 training to follow up with Rapid Results teams formed from previous Module 2 training in Ghana and to provide coaching on the implementation of their rapid results action plans.

The main purpose of this coaching was to review progress of the implementation of group action plans developed during the training and to help the teams pinpoint areas in which their plans were unrealistic in time or other assumed resources, and how to encourage and empower teams to access the resources they needed to implement their plans.

During this quarter, Africa Lead conducted a Module 2 coaching/facilitation meeting with the two trainers who will be expected to provide Rapid Results coaching support to Ghanaian teams who had received Module 2 training and are continuing to pursue and refine their 100 day Rapid Results plans.



## Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

### Activity 2.1 Agribusiness Leadership Program, B2B Exchanges

During this quarter, Africa Lead/West Africa facilitated the participation of a Liberian agriculture machinery businessman, Gus Roberts, on a three-week agriculture equipment leasing internship with Zamindara Farm Solutions in the Punjab State of India. Following a highly instructive placement in India, Gus Roberts debriefed the West Africa team, providing them further information on the details of the internship, the exchanges of ideas with his Rwandan and Ugandan fellow interns and with his hosts and other agriculture businesspeople in Fazilka, where the three Africans spent their placement.

Gus Roberts remarked, “The internship was very informative and participatory. We had the opportunity not only to experience the daily activities of Zamindara from its business methodology to the workshop to the fields where farmers operate their equipment but also worked with the mechanics in the workshop servicing equipment. We drove a tractor in the field, met with farmers and rode on a combine rice harvester. The experience has been great and has provided me with many ideas that I believe can be used not only in my own business, but perhaps, in shaping a new approach to the way agriculture is done in Liberia.”

### Activity 2.2 Customized Training Courses for West Africa Regional Organizations

This was a major focus of the quarter and involved the development of curriculum, identification of regional training institutions capable of delivering the training courses identified during the Africa Lead assessment of CORAF and CILSS and vetted with the leadership of both organizations as initial or “bridge” capacity building activities.

In addition to the Bridge Capacity Building Program trainings listed below, Africa Lead West Africa provided coaching and facilitation support in areas of M&E and Human Resource Management to CILSS staff and Board Governance and Human Resource Management to CORAF. The program also supported a CORAF M&E Systems review workshop in Dakar on 3-5 December. Mr. John A. Sutherland facilitated the workshop which included participants from CORAF’s Scientific Technical Committee, senior managers, and staff. The workshop aimed to:

- Identify Strengths, Weaknesses, Opportunities and Threats in two areas :
  - M&E functions and processes
  - M&E organizations and Structures
- Identify solutions to the problems in the two areas and,
- Develop an action plan applying a 5-step planning process: prioritize the solutions, identify key activities; identify resources, timing, what are the roles and responsibilities?



*CILSS staff in group discussions during a communications training in Niamey*

The Bridge Capacity Building Program provided customized training courses to staff of CILSS and CORAF during the quarter.

MDF, G&A, POSDEV, and Africa Lead regional trainers designed the curriculum, prepared the resource materials and delivered the short courses listed in the table below.



## BRIDGE CAPACITY DEVELOPMENT SHORT COURSES DELIVERED IN OCTOBER - DECEMBER, 2012

Training Period 2012	Short-Course Name	Beneficiary Institution	No. Of Participants in Attendance	Location Of Training
17-19 October	Budget Development & Management	CILSS	16	Ouagadougou
12-14 November	Results Based Management I	CILSS	15	Ouagadougou
16-17 November	Proposal Writing	CILSS	14	Ouagadougou
26 -27 November	Board Governance	CORAF	13	Dakar
10-11 December	Scientific Writing and Project Proposal	CORAF	13	Abidjan
12-14 December	Report Writing	CORAF	16	Abidjan
17-19 December	Evaluating Projects	CILSS	22	Niamey
20-21 December	Report Writing	CILSS	16	Niamey

**Budget Development and Management (CILSS):** This training, provided to CILSS covered the following key elements:

- Budgeting
- Logical framework budget
- Checklist assessing budget
- Implementation of budget
- The treasury forward-looking
- Resource allocation
- Analysis of revenues and expenses
- Budget tracking
- Financial report 4
- Report on project expenditures
- Personnel file
- Personal diary & personal development plan

**Results Based Management 2 (CILSS):**<sup>1</sup> The trainers completed the following during this course:

- Defined detail implementation Steps 5 to 10 and the cross-cutting steps
- Reviewed CILSS' results framework
- Reviewed the monitoring plans and the communication strategy
- Applied management tools to monitoring
- Applied other management tools for planning and monitoring donors' contracts
- Analyzed the relevance of programs and projects
  - Analyzed the completeness of the programs and projects with regard to CILSS' objectives and results

**Grant & Proposal Writing (CILSS):** This course contained the following components:

- Essential components of a proposal -- justification, clear goal and objectives, activity descriptions, performance indicators and targets, human resource/staffing plan, and budget
- The structure of a project proposal
- The process of mobilizing funds within an organization
- Contents of a folder to a request for proposals (RFP)

**Board Governance (CORAF):** This training, provided to CORAF, covered the following topics:

- Introduction to governance organizations
- Style of Governance
- Roles and tasks of the Board of Directors
- Relationship between the Board and Management of the organization
- Roles and responsibilities of Directors
- Election of board members
- The meetings of the Board
- Chairing meetings
- Performance evaluation of the board of administration
- Assessment tool of the Board of Directors

"Good practices learned in these courses are integrated into my daily activities. Performing my work I always try to remember these formations that a given module recommends and you become more effective in the work because there is less loss of time."

***Ousmane Ndoye, CORAF Participant***

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<sup>1</sup> In the first round of Results Based Management training the following topics were covered: Definitions of RBM, Stages of RBM application to an organization, Analysis of expected results of CILSS funders, Logical framework and results framework analyses, Description of the fundamentals of project design.

- Personal Management

**Scientific Writing and Project Proposals (CORAF):** This course covered the following topics:

- Program review and work plan
- Introduction / analysis experience in scientific writing
- Essential items of a scientific publication
- Things to do / to avoid in scientific writing
- Practical Guide for Editors: formatting of documents for submission break
- A Practical Guide for Editors: Exercise
- Writing and Scientific Edition 2
- Review and analysis of different scientific journals

**Report Writing (CORAF and CILSS):** The following topics were included in this course:

- Introduction and review of sample reports of participants
- Gathering information and Planning a report
- Analyzing the information gathered
- Outlining the structure of the report
- Writing the rough draft: being concise and use of graphics

**Evaluating Projects:** The following topics were covered in the course:

- Project Cycle Management: An Introduction
- Introduction to assessment
- Monitoring and evaluation of development interventions
- The different levels of management and their responsibilities
- Phases in the assessment: the perspective of the Desk Officer
- Activities for Evaluation
- Indicators
- Evaluation Methods
- Methods of data collection for evaluation
- An overview of the CPS (Most Significant Change)
- Measurement of impact

In addition to the training, Africa Lead has provided eight interns to help CORAF and CILSS and their allied focal institutions apply the skills learned from the short course training<sup>2</sup>. The interns work with CORAF and CILSS staff to improve M&E systems, Human Resource Management, Knowledge Management and Communication systems. Specific tasks include assistance to upgrade information technology systems including website, databases; to produce public relations materials; and to help improve the marketing of both organizations. The interns help collect data and improve the quality of data collection and reporting systems. Those with library science background assist staff to better organize and catalogue research documents and reports. The internships run for 12 months, from July 1, 2012 to June 30, 2013.

As of the end of this quarter, the interns have seven months remaining.

CILSS and CORAF staff tapped into the interns' recent university education and they encourage them to resolve problems with new and innovative solutions. Conversely, the interns benefit from mentorship and apprenticeship, and on-the-job experience. The table below lists the host organization, name of intern, technical area and country of placement.

#### CORAF AND CILSS INTERNSHIP PLACEMENTS

Organization	Intern	Technical Area	Country of Internship
CORAF	Idrissa Bourgou	IT / Database / Web	Senegal
CORAF	Patrice Leumeni	M&E	Senegal
CORAF	Philippe Romero	Communications / PR	Senegal
CORAF	Luc Herve Zok	HR Management	Senegal
CILSS-ES	Rivaldo Kpadonou	Tech. Writing/Editing	Burkina Faso
CILSS-ES	Sandrine Ouattara	Communications / PR	Burkina Faso
CILSS-NSA	Pauline Petryszyn	HR Management	Burkina Faso
CILSS-NSA	Kelly Adediha	IT / Database / Web	Burkina Faso
CILSS-AG	Jorel Boulinzann	IT / Database / Web	Niger
CILSS-AG	Kader Sanfo	M&E	Niger

Given that the Africa Lead training program for CORAF and CILSS, supported by the West Africa Regional Mission, is the most intensive and sustained training efforts of the whole program, we will plan to identify ways in which the training has helped bring about measurable institutional improvements.

"It helped me understand what can be the challenges to addresses and how to address them."

**Sanfo Kader, CILSS Participant**

#### Activity 2.4: Other Regional Training Courses and Workshops

Africa Lead/WA has focused its technical training resources on the bridge capacity building training for CILSS and CORAF. But, there have been other requests

<sup>2</sup> We have 4 interns in Dakar supporting CORAF, four in Ouagadougou supporting CILSS and INSA and 2 in Niamey supporting Agryhmet.

for workshops and third party training. Those that the regional office has received the funding to support and that were conducted during this quarter are covered here.

*Supporting the G8 New Alliance for Food Security and Nutrition in Ghana.* As part of its effort to support transition in Africa's agriculture sector the G8 countries, in their most recent meeting agreed to support a New Alliance for Food Security and Nutrition in Africa. This New Alliance would seek to harness the know-how and resources of the private sector through partnerships with government in which government would give renewed attention and vigor to addressing policy and institutional constraints to commercialization of Africa's agriculture, considered to be a key way to transform the sector. New Alliance partnerships were to start in a few countries that were leading the way, one of which was Ghana. Africa Lead was asked to support the launch in Ghana as well as in Ethiopia and Tanzania, the two other countries spearheading the effort.

The Ghana – G8 New Alliance for Food Security and Nutrition was officially launched at the Airport City Holiday Inn Hotel in Accra, Ghana on the 29th August, 2012. Africa Lead provided logistics and facilitation support for the launch. Prior to the launch, the regional team organized meetings for government (39), private sector (30) and civil society (20) organizations. These pre-launch meetings informed key stakeholder groups including government, private sector and civil society about the "New Alliance" and also created a platform for these stakeholders to discuss and identify activities expected to facilitate the acceleration of the implementation of the "New Alliance" and the Medium Term Agriculture Sector Investment Plan (METASIP). Africa Lead facilitated the discussions at the pre-launch meetings for the private sector, government and civil society groups and prepared the meeting reports.

Participants at the launch represented the government, private sector, research, academic organizations, development partners and civil society organizations. Approximately, 209 persons attended the launch meeting. The pre-launch meeting reports have been consolidated by Africa Lead and submitted to MOFA and USAID Ghana. The Ministry of Food and Agriculture will prepare the final report.

During this quarter, Africa Lead/West Africa met with USAID/Ghana Mission staff to discuss the types of follow-on Alliance support activities needed to accelerate the implementation of the workplans. This type of support, provided at the request of the government and USAID, will be provided throughout the remainder of the program.

### **Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building**

*Review of Climate Change Programs in West Africa.* Delays in procurement related to Hub Rural, the winner of a request for proposals to conduct the review, has resulted in this exercise being delayed into the coming quarter (January – March 2013). In previous quarters Africa Lead/WA working with Bethesda was able to find DAI climate change experts to organize, manage and lead a climate change assessment for ECOWAS. A specialist went to Dakar, Ouagadougou, and Accra to begin the assessment. The DAI climate change experts also reviewed proposals sent in by 5 regional organizations seeking to provide the regional researchers who will do much of the on-the-ground work needed for the assessment to identify the state of play in climate change approaches in the region and to identify some best practices as applied in agriculture projects. Africa Lead now expects to complete the core of the climate change assessment, including country-level reviews, during the January – March 2013 quarter.

The goal of the climate change assessment is to help ECOWAS and regional agriculture organizations have the information and background they need to adequately design evidence based climate smart strategic planning.

*Nigeria Agricultural Transformation Agenda Assessment.* In the previous quarter, Africa Lead was asked by USAID/Nigeria to conduct an assessment of Nigeria's Agriculture Transformation Agenda in coordination with the International Food Policy Research Institute (IFPRI). Using a team of two international consultants and two junior Nigerian consultants, the program conducted an assessment of the institutions assigned to implement the new ATA. Africa Lead and IFPRI collaborated to hold a workshop with the main institutions responsible for ATA as a first step of the assessment. This was followed by nearly three weeks in the field on the part of Africa Lead and IFPRI teams. Africa Lead's consultants drafted the report's first and second drafts during this quarter but pending receipt of the IFPRI report, a final, combined report, is pending.

The rationale for the activity was to identify the stakeholders responsible for the implementation of the ATA, scrutinize the challenges encountered in their implementation initiative, identify capacity gaps, if any and recommend initiatives that will help them improve upon their activities.

During this quarter the individual and combined draft reports (three in all) were finalized and sent to USAID/Nigeria for forwarding to the Nigerian Federal Ministry of Agriculture and Rural Development (FMARD).

*ECOWAS/ EBID Bank-Regional Agriculture Fund.* The Africa Lead team, responding to a request from USAID/West Africa and ECOWAS, conducted research, including interviews, on the elements of capacity development work for the EBID Regional Agriculture Fund. In a previously conducted assessment of ECOWAS Africa Lead consultants identified the need to expedite the operation of the Agriculture Fund.

*West Africa Regional Plans for Next Quarter:*

- Follow up with Ghana Mission on upcoming activities to accelerate the implementation of the New Alliance for Food Security and Nutrition workplans
- Follow-up on EBID ECOWAS activities
- Climate Change Assessment Study
- CORAF NARS visitors program
- Design and deliver the following "Bridge" Capacity Development Program short courses for CILSS and CORAF
  - Knowledge Management and Database Management Short-Course for CORAF
  - Geographic Information Systems short course for CORAF
  - Statistical Analysis for CILSS
- Provide Coaching and facilitation support to CILSS and CORAF in various topics covered in short courses
- Provide Module 2 training to NARS
- Provide Module 2 training in Nigeria
- Conduct assessment of capacity of Niger to implement its CAADP NAIP (Nigeriens Nourishing Niger – 3N) and identify capacity building programs

## PERFORMANCE MONITORING

### Development of Data Collection Forms/Instruments

During the last 21 months Africa Lead has deepened the culture of M&E into its entire program intervention with a view to provide quality program service delivery as well as tracking project results. To this end, Africa Lead has continually updated and designed new M&E tools. Multiple instruments to capture from Module 2 were developed and applied during this quarter in addition to the design of 6-month follow-up NSA survey instruments. These included a pre-test, post-test as well as daily course evaluation, which will be used to modify the course and provide real-time feedback to trainers. In addition, Africa Lead developed standard pre and post internship evaluation forms to track the success of the increasingly demanded Africa Lead sponsored agribusiness internships. Africa Lead has also reconfigured its knowledge management database (TAMIS) to add new features to increase its usability. One of the key added features was the creation of photo Library which document Africa Lead's photos.

### Africa Lead Lessons Learned Research

Africa Lead believes that knowledge and learning is at the heart of evidence based policy design. Over the past seven quarters of program implementation, Africa Lead has made considerable efforts to deepen awareness of what works in practice through field visits, developing success and beneficiary stories, e-mail exchanges, distance survey methods, etc. While these methods of learning have been vital in informing Africa Lead's program service delivery approach, their effectiveness in delivering program wide concrete knowledge and learning capabilities in future policy design is limited given the different biases associated with the methods. With the objective of increasing the scope of learning and generating reliable evidences, Africa Lead considers independent lessons learned research on best practices, especially in relation to the different learning and capacity building modalities utilized by the program, and in relation to factors that support networks post training and that support individual champions to succeed with their action plans. During this quarter, Africa Lead lessons learned research team, led by Katharine Coon, has begun content analysis of the interview transcripts.

#### *Plans for Next Quarter:*

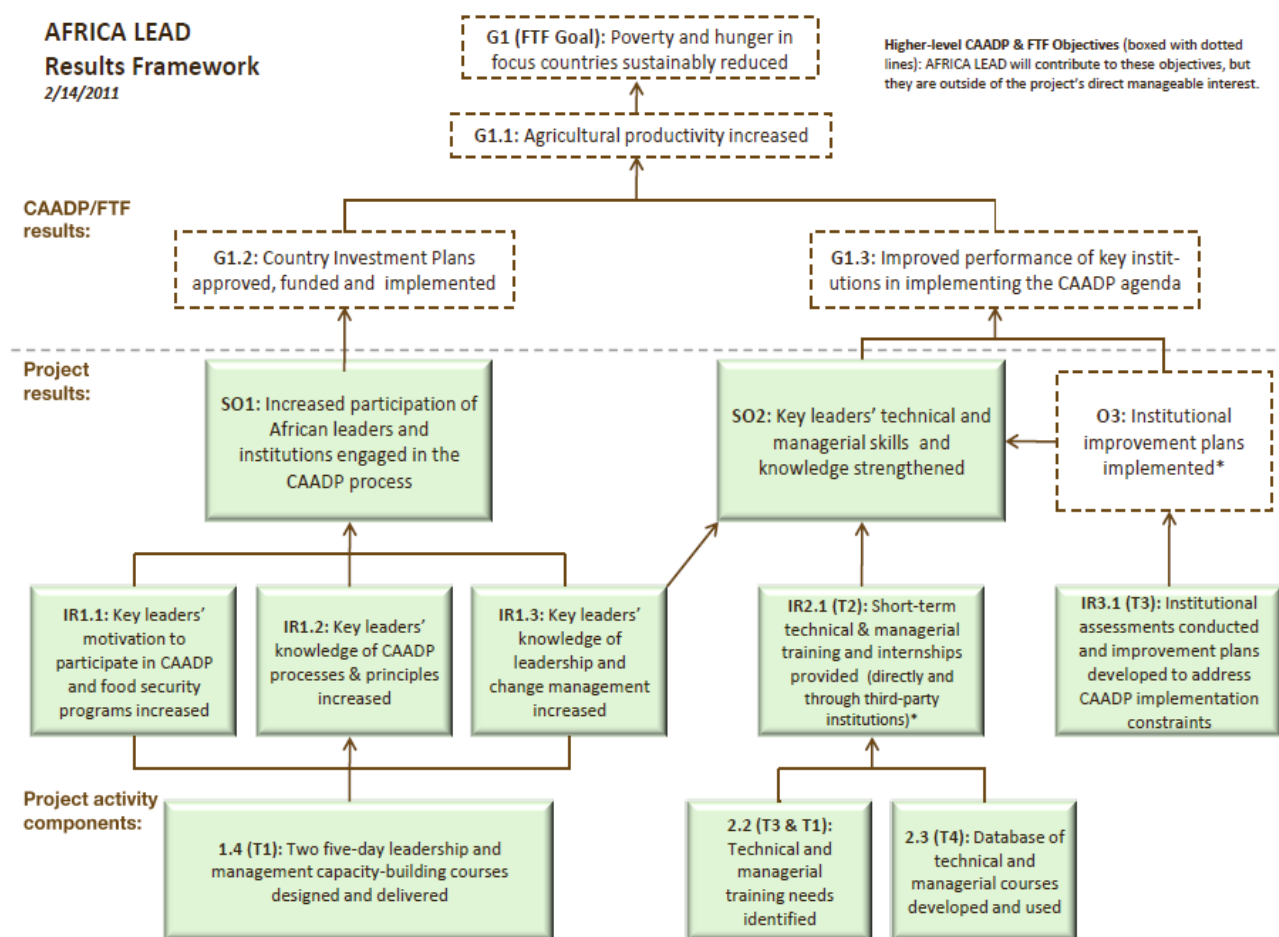
For the coming quarter, we expect to complete the following high priorities with regard to performance Monitoring and Evaluation

- Develop three success stories and snapshots of Champions for Change with demonstrated accomplishments after Africa Lead training;
- Write up results from the Lessons Learned Research country studies
- Continue data collection on Module 1 training impacts; NSA workshops, agribusiness internship, and specialized training and conferences
- And follow the Africa Lead website maintenance to include video clips and synopsis of Module 2 in the website.





## APPENDIX 1: AFRICA LEAD RESULTS FRAMEWORK



\* Assumes Mission buy-ins

G = Goal IR = Intermediate Result O = Objective SO = Strategic Objective T = Task

## APPENDIX 2: AFRICA LEAD INDICATOR TRACKING SHEET

	Objectives	Indicator	Disaggregation	Method/Source	Frequency Collected	Results at end of Q8
High Level	<b>G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced</b>	G1.0.1 Proportion of population below \$1 per day	Country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 30.4%, Ghana – 25.48%, Kenya – 13.95%, Liberia – 83.6%, Malawi – 66.23%, Mali – 42.73%, Mozambique – 68.1%, Nigeria – 93.7%; Rwanda – 76.6%, Senegal – 25.26%, Tanzania – 88.5%, Uganda – 45.81%, Zambia – 64.88%
		G1.0.2 Proportion of the population below minimum level of dietaryenergy consumption	Country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 38.3%, Ghana – 9.0%, Kenya – 31.7%, Liberia – 43.1%, Malawi – 24.1%, Mali – 10.1%, Mozambique – 31.5%, Nigeria – 7.2%; Rwanda – 38.5%, Senegal – 25.4%, Tanzania – 37.2%, Uganda – 13.8%, Zambia – 46.5%
	G1.1 (FTF Goal): Agricultural productivity increased	G1.1.1 Agriculture GDP growth (%)	Country	Online check of ReSAKSS website	annual	Underlined figures updated 2008 or 2009, rest not updated since PMP/ baseline: Ethiopia – <u>6%</u> , Ghana – <u>5.7%</u> , Kenya – <u>3.0%</u> , Liberia – 18.7%, Malawi – <u>8.5%</u> , Mali – 10.0%, Mozambique – <u>6.7%</u> , Nigeria – <u>-0.3%</u> , Rwanda – <u>9.6%</u> , Senegal <u>2%</u> , Tanzania – 10.6%, Uganda – <u>-1.76%</u> , Zambia – <u>-0.07%</u>
	G1.2 (FTF Goal): Country Investment Plans approved, funded and implemented	G1.2.1 Agriculture spending in national spending (%)	Country	Online check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 11.7%, Ghana – 10.3%, Kenya – 1.9%, Liberia – 2.3%, Malawi – 13.2%, Mali – 12.7%, Mozambique – 3.9%, Nigeria – 4.6%, Rwanda – 3.3%, Senegal – 13.9%, Tanzania – 2.4%, Uganda – 3.2%, Zambia – 4.0%
	G1.3 (Africa Lead Goal): Improved performance of key institutions in implementing CAADP agenda	G1.3.1 Number of institutions with improved capabilities in areas critical to CAADP's success (determined by assessments)	region, country, sector	Institutional evaluations	Yearly	Africa Lead didn't start the collection of data for this indicator given that no institutions have started the implementation of the recommendations given based on the institutional capacity assessments.
Task 1	<b>SO1: Increased participation of African institutions engaged in the CAADP process</b>	1.0.1 Number of institutions that report increased engagement in CAADP	country, region, sector, type of intervention	In-person or online surveys of trainees and institutions	6 mo – 1 yr after training	669 institutions based on Module 1 6-month follow-up survey [71% of those responded to Africa Lead's online survey] indicated that they had increased involvement in CAADP;
	IR1.1: Motivation to participate in CAADP and food security programs increased	1.1.1 Percent of Task 1 trainees reporting increased motivation to participate in CAADP and food security programs	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	An average of 96% of the participants for Module 1 Trainings (varies between 94%-99% by region, roughly equal by sex, sector and country)
	IR 1.2: Knowledge of CAADP processes and principles increased	1.2.1 Percent of Task 1 trainees demonstrating increased knowledge of CAADP processes and principles	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	89% for Module 1 79% for Module 2 (roughly equal by sex, sector and country)

# AFRICA LEAD QR9 QUARTERLY REPORT

	Objectives	Indicator	Disaggregation	Method/Source	Frequency Collected	Results at end of Q8
Task 2	IR1.3: Knowledge of leadership and change management increased	1.3.1 Percent of Task 1 trainees demonstrating increased knowledge of leadership principles and change management	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	Cumulative results shows that 73% self-report increased knowledge in the areas of strategic thinking, leadership, and team building. Before training, 42% of participants correctly answered a test question on steps for leading change while after the training 71% answered correctly. Roughly equal by sex, sector, and country.
		1.3.2 Percent of Task 1 trainees reporting applying leadership and Change management skills in their institutions	country, sex, sector, Module	Online survey of participants	6 mo - 1 yr after training	100% for Module 1 (n=695; 47% "in a very significant way," 41% "in a moderate way," 12% "a little") Roughly equal by country, sector and sex.
	1.4 (T1): Leadership and management capacity-building courses designed and delivered	1.4.1 Number of trainers trained	Module	TOT records	at each ToT	To date on project: 54 (25 women)-Module 1; for Module 2 : 11 (4 women)
		1.4.2 Number of Task 1 participants trained	country, sector, sex, Module	Tally using attendance sign-in	at trainings	To date on project: 1,616 (553 women).
		1.4.3 Number of Task 1 courses delivered	region, country	Training records	at trainings	56 workshops for Module 1 to date 10 Module 2 workshops Region Module 1: East-22, West-17, South-17 Region Module 2: East- 3, West-7
		1.4.4 Percent of Task 1 trainees reporting high quality instruction	country, sector, sex, Module	Participant training post-test	at trainings	94.8% (n=1285/1314) for Module 1 (roughly equal by country, sector, and sex) 95% (n=279/293) for Module 2
	<b>SO2: Key leaders' technical and managerial skills and knowledge strengthened</b>	2.0.1 Percentage of Task 2 trainees demonstrating increased technical and managerial skills and knowledge in their institutions	country, sector, gender, type of training	Online survey of trainees' supervisors	6 mo - 1 yr after training	<i>47% from a 53 respondents only..... the number of respondents will increase in the next quarter as survey will be sent to 545 NSA participants who didn't respond</i>
	IR2.1 (T2): Short-term technical & managerial training and internships provided	2.1.1 Number of Task 2 participants trained*	trainee sex	Tally using finance reports	ongoing	55 interns in total 69 (18 women) sent to various short course over the life of the project  553 NSA workshop attendees (152 women)
		2.1.2 Number of Task 2 training hours received*		Verification with participants and/or supervisors	after trainings	8,244 training hours
		2.1.3 Percent of Task 2 trainees reporting high quality instruction	country, sector, trainee sex	Participant Post-survey	within 2 mos. of training	100% (equal by country, sector, sex)
1 & 3	2.2 (T3/T1): Technical and managerial training needs identified	2.2.1 Number of key regional and national institutions for which training needs have been identified	country/region, sector	Tally using assessment reports	at time of assessment	1202 total

## AFRICA LEAD QR9 QUARTERLY REPORT

	Objectives	Indicator	Disaggregation	Method/Source	Frequency Collected	Results at end of Q8
Task 4	2.3 (T4): Database of technical and managerial courses developed and used	2.3.1 Number of courses identified, vetted and placed in database	country	Tally using database	monthly	Q9: 650 Countries with 10+ courses in database: USA, South Africa, Ghana, Kenya, UK, Swaziland, Namibia, Australia
		2.3.2 Number of institutions included in database	country	Tally using database	monthly	121
		2.3.3 Number of hits to web-based database per month	country	Tally using Google Analytics	monthly	1,000 website visits during Q8-Q9 Countries with more than 20 unique visitors: USA, Ghana, South Africa, Kenya, Zambia
Task 3	<b>O3: Institutional improvement plans implemented</b>	<i>3.0.1 Number of institutions implementing recommended improvement plan actions*</i>	<i>country, sector</i>	<i>Online survey of institutional leaders + special studies</i>	<i>after 1 year</i>	<i>(Data collection on this indicator to begin during Year 2nd quarter)</i>
	IR3.1 (T3): Institutional Improvement Plans developed to address CAADP implementation constraints	3.1.1 Number of institutions undergoing capacity/competency assessments as a result of USG assistance (F)	country/region, sector	Tally using institutional assessment reports	ongoing	40 Ghana-22, Liberia-1, Tanzania-2, Nigeria (1), Zambia- 1, South Africa-9, West Africa regional-6, ACTESA 2 times, Rwanda and Ethiopia CAADP case studies

\* = provided resources                      (*italics*) = not within project's manageable interest  
 Special studies may include focus groups, interviews, and other rapid assessment methods.